

# Neighborhood Planning for Community Revitalization

## Stevens Square-Loring Heights Neighborhood Clinton Sector Redevelopment Plan

A CONSORTIUM PROJECT OF: Augsburg College; College of St. Catherine; Hamline University; Higher Education Consortium for Urban Affairs; Macalester College; Metropolitan State University; Minneapolis Community College; Minneapolis Neighborhood Revitalization Program; University of Minnesota (Center for Urban and Regional Affairs; Children, Youth and Family Consortium; Minnesota Extension Service); University of St. Thomas; and Minneapolis community and neighborhood representatives.

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### **Stevens Square-Loring Heights Neighborhood Clinton Sector Redevelopment Plan**

Conducted on behalf of  
Stevens Square Community Organization

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January 2001

*This report (NPCR 1164) is also available at the following internet address:  
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## **Executive Summary**

In 1999 the Stevens Square Community Organization (SSCO) began collaborating with the newly formed Plymouth Church Neighborhood Foundation (PCNF) to create a redevelopment plan for the neighborhood. The initial phase of the Stevens Square-Loring Heights Redevelopment Project was focused on the Clinton Sector of the neighborhood, a five-block area that provided the best opportunities for revitalization. With the assistance of a two-year grant from the Minneapolis Foundation, SSCO and PCNF set out to create a Redevelopment Implementation Plan based on the community's vision of the neighborhood. In addition, the Neighborhood Planning For Community Revitalization at the Hubert Humphrey Institute provided funding for a research assistant to support the efforts of the SSCO/PCNF Work Group.

A Work Group consisting of representatives of SSCO, PCNF and neighborhood residents has guided the redevelopment process from the outset. Using a grassroots planning process, the Work Group hired a planning consultant, conducted a community planning and design workshop, created a development matrix to identify potential sites, and wrote a community-based set of Design Guidelines. Approximately six months after initiating the community planning process, the Work Group identified a single development site as its first priority, and began researching funding options and seeking a development team to complete the project. The developer was selected one year after the Work Group first began meeting.

The development site is located along Third Avenue (soon to be part of the City of Minneapolis' Avenue of the Arts), and will be transformed from vacant lots and blighted structures into home ownership opportunities in the form of loft living spaces. It is anticipated that many of the buyers for these new residences will be renters who currently live in the neighborhood and would like to make their long-term homes here.

For years the Stevens Square-Loring Heights community has envisioned new home ownership opportunities for local residents as a means of both stabilizing and strengthening the neighborhood. It was only through the collaboration with PCNF and SSCO, as supported by the Minneapolis Foundation, that this project has gotten off the ground. Through this process, SSCO has learned that projects that are the result of community involvement are better received, and stronger; and that working in a collaboration that utilizes the strengths of partner organizations makes more things possible. The purpose of this document is to provide an outline for how other organizations might approach a similar effort.

## **I. Definition of project**

In 1999 the Stevens Square-Loring Heights community began a targeted two-year collaborative project with the Plymouth Church Neighborhood Foundation (PCNF) to develop a realistic redevelopment plan for the neighborhood. The neighborhood is represented by Stevens Square Community Organization (SSCO), a 25 year old community organization.

### *Goals*

The goals of the Redevelopment Project are identified as follows.

- ❑ Involve neighborhood residents in redevelopment workshops designed to develop the next steps in the neighborhood's redevelopment vision.
- ❑ Develop a Redevelopment Implementation Plan, including a prioritized list of activities and project to be coordinated with the City of Minneapolis' Avenue of the Arts project, the efforts of the Nicollet Avenue Task Force, and other ongoing efforts of the city and the neighborhood.
- ❑ Develop and evaluate alternate organizational models for redevelopment partnerships between community and faith-based organizations that may be replicated elsewhere.
- ❑ Implement prototype redevelopment projects.

### *Site*

The target area for the initial redevelopment project is the Clinton Sector of the Stevens Square neighborhood, bounded by Third Avenue South on the west, Fourth Avenue South on the east, Franklin Avenue on the south, and 17<sup>th</sup> Street on the north. Both the eastern and northern boundaries of this site are defined by interstate highways that effectively isolate the area from adjacent neighborhoods. The five-block Clinton Sector is characterized by a mix of older single-family homes, two public housing high rises, and apartment complexes ranging from 1920s brownstones to 1970s suburban style, investment-driven structures. There is a modest 1970s strip mall development at Franklin and Clinton Avenues and a small market at Third Avenue South and 19<sup>th</sup> Street.

The Clinton Sector is also characterized by drug traffic and prostitution. Although efforts to contain this activity have been periodically successful, the problem has not been eliminated. The redevelopment project will help to stabilize the Clinton Sector by providing new opportunities for home ownership and eliminating some of the blighted properties and vacant lots that now punctuate the area.

## II. Assumptions

The basic assumption about a community-based development project is that it utilizes a grassroots planning process. The people living and working in the community define the needs, hopes and fears within the neighborhood, and actively participate in developing the parameters of the project. As a result, the final project reflects the best possible fit with the community.

The 'shared vision' diagram illustrates the concept underlying the grassroots planning process. [Figure 1] Although fewer and fewer communities fall into the "no vision" pattern, the "imposed vision" pattern is quite common. This is often seen in situations where corporations or influential institutions choose to take control of a particular development. The results *may* be in the best interest of the community, but often the process is so exclusionary that ill will is generated among community residents in spite of the appropriateness of the project. The grassroots process strives to avoid this type of conflict by involving the community directly in the project.

This grassroots approach to community planning has several corollaries.

1. Consensus building and conflict resolution will require extra time and effort on the part of those directing the planning process.
2. The time required for community participation will lengthen the development project schedule. Development teams must be aware of this before becoming involved.
3. Design quality will improve to the extent that the community's ideas are respected by the development team.

### III. Process

#### A. Workgroup established to oversee planning process

Early in the planning process, a Work Group of representatives from SSCO and PCNF was established to oversee the project. The initial weekly meetings were devoted to establishing organizational structures such as ground rules for collaboration and a timeline for the project. During these initial weeks, the Work Group began to develop a sense of group identity that strengthened members' commitment to the project and to the grassroots planning process. Ultimately, this early commitment facilitated the group's ability to deal with difficult issues in a respectful manner.

#### B. Selecting a Community Planning Consultant

The next task was to develop a Statement of Qualifications (SOQ) for hiring a planning consultant. The SOQ request contained a description of the Scope of Services required, a list of the background information requested by the Work Group, and a list of criteria that would form the basis for the selection of the consulting firm. [Figure 2]

The selection criteria for the planning consultant included:

- ☐ Performance of the firm on similar projects.
- ☐ Demonstrated ability of the firm's project staff to work interactively with residents to encourage creative thinking about urban design and planning.
- ☐ Demonstrated ability to work within agreed-upon budgets and schedules.
- ☐ Creativity expressed in the stated approach to providing the scope of services.
- ☐ The quality of the SOQ document.
- ☐ The pledged ability to meet the project schedule's constraints.

After compiling a list of planning consultants, and asking them to respond to the SOQ, the Work Group narrowed the selection to two firms. These firms were then interviewed, and a selection was made based on the criteria established in the SOQ.

#### C. Community Design and Planning Workshop

Working together with the planning consultant, the Work Group decided to host a community-based design and planning workshop focused on developing a shared vision for the Clinton Sector redevelopment. The community was asked to participate directly in the process by conducting a photo survey of the neighborhood, identifying assets, liabilities and potential development opportunities. Disposable cameras were provided to each group of participants. These photographs were then mounted on foam core boards and displayed at the Community Design and Planning Workshop.



Other tools that may also be useful in preparing for a community-based workshop include: 1) asking the residents to complete a survey of the economic, social, cultural and natural environments in the neighborhoods; and 2) conducting a community meeting to identify the strengths, weaknesses, opportunities and threats (SWOT analysis) that characterize the area.

As the community prepared the photo survey, the planning consultants were preparing a development framework that identified the physical and economic conditions of the project area. [Figure 3] This resulted in a series of maps and diagrams illustrating a variety of characteristics including: building types; building era; building height; building materials; the number of buildings with homestead status; the developable land available; and zoning status. The Development Framework identified potential sites for public art placement, gateways into the neighborhood, and the location of green spaces within the existing urban fabric. This large presentation board then became the starting point for discussion at the Community Design and Planning Workshop.

Concurrent with the establishment of the development framework, the Work Group and the planning consultant created a series of five questions to be asked at the Community Workshop. These questions were:

1. Besides Stevens Square Park, name two other characteristics that identify this as the Stevens Square neighborhood.
2. If public art were installed along Third Avenue, who/what should it represent?
3. Name three ways the Avenue of the Arts could improve the neighborhood.
4. If additional housing is to be constructed, whom should it be for and what should it look like?
5. Who do you believe should be involved in implementing the community's rehabilitation and development strategy?

To encourage extensive community participation, the Work Group used a variety of promotional strategies including flyers in each building, invitations to each resident in the Clinton Sector, follow-up phone calls to residents, articles in the SSCO Herald newsletter, and announcements at all SSCO committee meetings. If it is appropriate, it is also wise to offer daycare services during the Community Workshop to encourage young parents to attend. Since widespread community participation is crucial to the success of the grassroots planning process, promotional strategies must be carefully targeted and executed in a timely fashion.

The Workshop process itself is based on what is often identified as 'democratic brain-storming' in which participants are divided into small groups and then asked to respond in writing (on 3.5" cards) to the five questions developed by the Work Group and the planning consultant. The answers are then traded with another group. The reason for trading the answer cards is to encourage discussion by protecting individual anonymity. The results of the small group discussions are recorded on large sheets of paper which are then displayed for all participants to review at the end of the workshop. Participants are asked to identify their personal priorities by placing a colored dot next to the point they consider most important.

The results of the Workshop are tabulated by the consultant and a final report is prepared. This is published as a newsletter and distributed to all neighborhood residents as well as any interested parties. [Figure 4]

#### D. Build community and organizational buy-in

Although the Community Design and Planning Workshop is structured to build community support, it is also important to reinforce the basic lessons learned from the Workshop. Following the Workshop, SSCO staff wrote a brief summary of the *Primary Lessons Learned from the Workshop*, and asked both the Housing and Development Committee of SSCO and the PCNF Board of Directors to endorse the document. This reinforced everyone's understanding of the Workshop results, and provided a useful framework for guiding further activity on the redevelopment efforts. [Figure 5]

This may also be a flashpoint in the process for disagreement about the direction of the redevelopment efforts. Individuals who have endorsed the grassroots approach may suddenly realize that the community's shared vision does not coincide with his or her personal vision. Similarly, organizations may find that the community's goals do not tally with the organization's goals. It is best to resolve these conflicts as soon as possible. If this is not accomplished at an early stage, the issues will continue to arise throughout the process, and can potentially jeopardize the final project. Typically, the best approach to conflict resolution with an individual is to reiterate the basic concept of grassroots planning, emphasizing that the acceptance of the community's shared vision was a basic assumption of the process from the outset.

If it is an organization that does not accept the *Primary Lessons*, then it may be time to re-examine the role of the organization in the project. It may be that the organization's goals are simply not compatible with the grassroots planning process, or that the community's vision is at odds with the organization's mission. If this is the case, the organization's role in the project may need to be modified. If the organization can support the shared vision of the community, at least in part, every effort can be made to encourage continued involvement.

## E. Design Guidelines

The basic question of "what will it look like?" is crucial. The design of a development project makes a definitive statement about the neighborhood. It can indicate a commitment to historical context, a respect for the existing urban fabric, and a desire to promote the neighborhood as a welcoming place to live. Design can also undermine all of these positive qualities if it is done without consideration for the built environment of the neighborhood and the expressed desires of the residents. Preparing Design Guidelines for developers is one way to influence the creation of appropriate design in the project.

In Stevens Square, the development of Design Guidelines began with input from the community. A series of questions were asked at the Housing & Development Committee meeting, and results incorporated into the Guidelines. Similarly, the Work Group provided input on what should be included. After several drafts, the final Design Guidelines were completed, endorsed by both SSCO and PCNF, and then sent to the City of Minneapolis Planning Department as well as the Public Works Department. The Planning Department keeps the Guidelines on file for reference. The Public Works Department issues a copy to anyone seeking building permits in the area. [Figure 6]

## F. Identify development opportunities

Concurrent with the development of the Design Guidelines, the Work Group began identifying specific development opportunities in the Clinton Sector. This was accomplished in two stages. First was the identification of potential development sites. These selections were based both on information resulting from the Community Design and Planning Workshop and on information that specific members of the Work Group had from other sources. Some properties, such as empty lots were easily identified as potential sites.

The second stage was the development of criteria for evaluating the sites. A Development Matrix tool was created to help clarify the process of applying the criteria to each site. This allowed members of the Work Group to see how each potential site might meet the needs of the neighborhood, and to begin assessing whether or not it would be a short term or long term project. [Figure 7]

Criteria included items such as

- ☐ Site control: Who are the current property owners and are they interested in either selling or participating in a development project?
- ☐ Consensus of vision: Is there consensus about how the property should be developed?

- ❑ Need: Is there a need to develop a particular property, either because it is blighted and needs to be changed in some way, or because there is a better and higher use for the property?
- ❑ Design potential: The design quality criteria applied primarily to existing buildings and whether or not there was potential for high quality design improvements. Any new construction would obviously have the potential to provide design excellence.
- ❑ Capacity of the organizations involved: Does SSCO and/or PCNF have the organizational staff and expertise to implement the potential project?
- ❑ Partnership opportunities: Are there other organizations that might be interested in partnering with SSCO/PCNF to implement the potential project? What can these organizations offer in the way of financial support or technical resources?
- ❑ Street access: What type of street access is available at the project site? Will there be roadwork in the near future that might have an impact on the development potential of the site?
- ❑ Cost: Although cost is necessarily vague in the early stages of any project, the Work Group tried to assign approximate costs for developing each site. The value of this exercise lies more in the comparison of costs for each potential site than in any actual financial estimates at this point in the process.
- ❑ Schedule: Like the cost evaluation, the schedule for a development project cannot be finalized until an actual project is identified and the parameters of the work established. However, the estimated schedule for developing a particular site assisted the Work Group in establishing short, medium and long-term priorities.

#### G. Identify development priorities

Once the Development Matrix was complete, the Work Group was able to establish implementation priorities for each site. Some sites were eliminated entirely because of neighborhood concerns about maintaining greenspace, and other sites emerged as unexpectedly high priorities when all of the criteria were examined together. Flexibility was also a key factor in establishing priorities as situations may change rapidly and the priorities will shift as a result. In the Clinton Sector, for example, the Silver Building at 4<sup>th</sup> Avenue and Franklin Avenue was identified as a potential development site, but was considered a low priority because of previous experience with the property owner. A meeting with representatives from MCDA changed that perspective radically when they announced that the City was interested in helping to make the intersection more viable. The Work Group was able to respond appropriately and to provide the

requested support so that the MCDA could proceed. After this flurry of activity, the project again receded as a priority until the bureaucratic processes of the MCDA can occur. This type of flexibility is fundamental to handling multiple potential sites within the community.

The Silver Building example also illustrates the need to involve the City in any development projects as early as possible. Both the Planning Department and the MCDA can provide assistance and information regarding particular sites. In addition, it is crucial for any neighborhood organization to stay informed of the City's plans and/or goals for specified areas.

Private funding options were also investigated at this point in the process. Although the Work Group had not yet selected a specific project site, the consensus was that resources should be identified for the future.

#### H. Select one development site to pursue

The Work Group's final selection of the 1800 block of Third Avenue as a priority development site was based on several factors. First of all, the block contained several vacant lots and/or parking lots that are underutilized. Second, it contained several boarded up or blighted buildings that are empty; and third, it contained several old, small houses that have very limited viability in terms of marketability. The hope was that the owners would be willing to sell them for the larger development project. In addition, the brownstone apartment buildings that are functional dwelling units are located on the corner lots of the block, thus making it very straightforward to design a development project without harming any existing viable property.

Initial discussions about the block centered on the development of artists' studio/living spaces. Artspace Projects, Inc. was a valuable resource for information in this discussion. Ultimately, the scope of the project changed however, when one of the property owners on the block approached PCNF with a request that it purchase three properties along Third Avenue. A purchase agreement was signed and the development site was re-defined as a contiguous three-lot parcel with the possibility of acquiring the MCDA lot across the alley.

Research on funding for this specific project site began immediately, using the information that had already been gathered as a starting point. One of the key questions in funding a development project in partnership with community organizations is whether or not the developer is a non-profit or for-profit corporation. The non-profit developer has access to more grants and low-interest loan programs sponsored by both public agencies and private foundations. The for-profit developer, however, typically has access to traditional sources of revenue such as banks and investors as well as the potential for making a profit that may be shared with the community organization.

The Work Group identified the need for significant gap financing for the project, and initiated discussions with a number of potential funding sources. These included: MHFA, MCDA, LISC, Minneapolis Foundation, Bremer Foundation, St. Paul Companies, Wells Fargo Bank and NRP. Each of these organizations offers different possibilities for assisting with project financing, ranging from land swaps to re-define the site into a more effective configuration to low-cost home mortgages for potential buyers.

It is equally important to have a reasonably clear understanding of the market for the project before proceeding further. If the community is not certain what the market is, then this is the time to hire a consultant to conduct a market study. If, as is the case with SSCO, there is substantial information about housing costs, median income and ownership demand within the neighborhood, it is less crucial to conduct a market study.

#### I. Select a developer

The next step is to prepare a Request for Qualifications (RFQ) to be sent to interested developers. The Work Group chose to issue a Request for Qualifications rather than a Request for Proposal (RFP) because the response from developers was more likely to be positive. A typical RFP involves lengthy responses from the developer regarding workload, backlog of projects and financial information on the firm. Although the RFQ asks for much of the same information on the project team and project approach, it focuses specifically on the potential project. The developer is more likely to respond to an RFQ because it is less costly to do so; in addition, the developer is more likely to spend 'marketing time' studying the specific project rather than collecting historical data in order to respond to an RFP. The Work Group's decision to use an RFQ was also informed by discussions with developers earlier in the process. Without exception, their recommendation was to use an RFQ rather than an RFP for a project in an inner city neighborhood where the development community response might be less than overwhelming.

The RFQ was developed in conjunction with the community, in particular with the residents who live directly adjacent to the project site. In Stevens Square, these residents were especially concerned about establishing a minimum price for the proposed housing units. Because of the project site's proximity to two Minneapolis Public Housing Authority high-rise apartment buildings, and to two Section 8 apartment buildings, nearby residents were particularly interested in developing new market rate ownership units. This position had been clearly articulated at the Community Design and Planning Workshop as well as at numerous community meetings throughout the process. Because of a perception that this concern had not been taken seriously, it was critically important that Work Group representatives meet with them and include their concerns in the RFQ. [Figure 8]

The list of developers that received the RFQ was also prepared in conjunction with the community. The final list included contributions from community residents, Work Group members, outside consultants, and PCNF board members. Each of the recommended developers was contacted to ascertain whether or not there was any interest in submitting a response to the RFQ. After this initial screening, the RFQ was sent to twelve developers. All were invited to attend an informational meeting and site tour approximately one week after receiving the RFQ. Five of the twelve attended the meeting.

Ultimately, three of the five developers responded to the RFQ. Of the two who did not respond, one determined that the project was too large for his organization, and the other stated that the project was not defined well enough to justify his participation at a time when he had many other projects in process. The responses were evaluated by members of the Work Group and the consensus was that two of the developers should be interviewed.

The criteria used to determine which developers should be interviewed included six elements. [Figure 9]

1. Performance of the firm on similar projects;
2. Demonstrated ability of the firm's project staff to work interactively with residents;
3. Demonstrated ability to work within agreed upon budgets and schedules;
4. Design quality and creativity;
5. Clarity and appropriateness of the Project Approach; and
6. Financial proposal: What is negotiable and what is not?

The development teams were interviewed by representatives of the Work Group. Both teams were given one hour to present their proposals and to answer questions from the Work Group. In addition to questions that arose as a result of the presentations, the Work Group also had a prepared set of questions.

- ☐ What is your current workload?  
This should include the workload of all members of the project team, including the architect.
- ☐ What is your ability to finance this project?
- ☐ How do you plan to manage the project? Who will be the main contact person? Will that person be the contact for the duration of the project?
- ☐ Who do you perceive as the stakeholders in this project?
- ☐ Please discuss an example of a similar project. How did you work with the community on that project? At what points was the community involved? How was the community input incorporated into the project?
- ☐ What is the market for this project?

- Have you worked with Design Guidelines in the past? Cite specific examples.
- How would you resolve a conflict between design quality and cost?

At the conclusion of the presentations, the Work Group met to discuss the choices. One of the development teams clearly stood out as the best choice for this particular project; the decision to work with them was quite straightforward.

#### IV. Conclusion

As the Clinton Sector redevelopment project now moves into the final design and construction phase, the Work Group can evaluate the relative merits of the organizational collaboration, and of the grassroots process.

##### *Grassroots process*

The use of the grassroots community planning and design process requires a clear commitment to respecting the community's involvement. It is not simply a matter of conducting community meetings to solicit information, but of incorporating that information as a basic component of the development process. When this approach is used, the resulting projects not only reflect the hopes and dreams of the neighborhood, but also build a stronger community as part of the process.

Organizations wishing to utilize the grassroots process must consider carefully whether or not it will be acceptable if the community's goals turn out to be different from the organization's goals. If the organization does not feel comfortable working with community goals that diverge from the organization's goals, then it may be wise to reconsider the use of the grassroots process *at the outset*. Shifting from a grassroots planning process to an imposed planning process in the middle of a project is almost guaranteed to create animosity and distrust within the community, and to result in negative perceptions on all sides.

##### *Organizational collaboration*

Partnerships between community organizations and faith-based foundations can offer myriad benefits to both of the organizations and to the community. The collaboration between SSCO and PCNF was largely successful because of the ground rules established by the Work Group at the onset of the partnership. Pooled resources and skills among the Work Group members resulted in a rich assortment of talent, contacts, and knowledge; and a development effort that has moved steadily from concept to planning to implementation.

Difficulties arose as a result of two basic issues. First was the lack of organizational capacity at the fledgling PCNF; the Foundation was still in the process of defining its mission when the partnership with SSCO began. The second difficulty resulted from the first. Once the Foundation's mission was defined, it was clearly in conflict with the community's goals for itself. This put



SSCO in the uncomfortable position of collaborating with an organization that chose to overlook the community's agenda.

While PCNF is working diligently on the Third Avenue project within the parameters of the Minneapolis Foundation grant and the results of the community planning process, the collaboration between SSCO and PCNF is currently limited to this project and does not yet include the other activities that both organizations are engaged in. A possible long-term resolution is currently underway through an evaluative research project that looks at how other collaborations work. It is certainly our hope that a relationship between SSCO and PCNF can be formalized in order to strengthen both organizations' work in the neighborhood.

## V. Appendix

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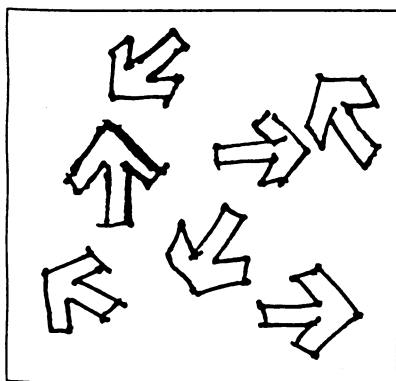
# STEVENS SQUARE COMMUNITY ORGANIZATION

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## Grassroots Planning Process

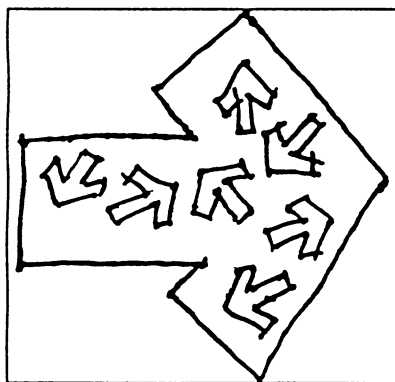
### NO VISION



Groups move in various directions

No plan or coordination

### IMPOSED VISION

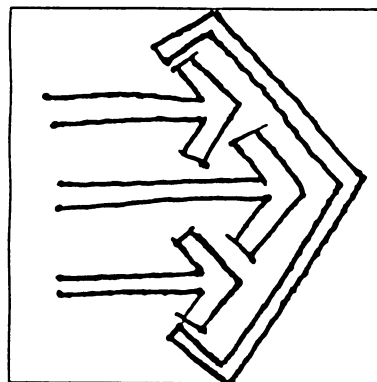


Plan without community involvement

Lots of energy expended

No forward movement

### SHARED VISION



Community planning

All groups acting together

Forward movement

Plans become reality

STEVENS SQUARE COMMUNITY ORGANIZATION  
and  
PLYMOUTH CHURCH NEIGHBORHOOD FOUNDATION

REQUEST FOR QUALIFICATIONS

for

A REHABILITATION AND DEVELOPMENT PLANNING AND DESIGN  
WORKSHOP

February 14, 2000

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**Purpose.** The Stevens Square Community Organization (SSCO) and the Plymouth Church Neighborhood Foundation (Foundation) are jointly soliciting qualifications from qualified architectural and urban planning firms to provide design and workshop facilitation services as part of the Stevens Square - Loring Heights Redevelopment Project ("Redevelopment Project"). The project is a collaboration between SSCO and the Foundation.

The SSCO is a non-profit, grass roots, neighborhood-based, citizen participation organization serving the Stevens Square - Loring Heights neighborhood in Minneapolis. An all-volunteer board of directors, elected each year at an open annual meeting, governs the organization and its activities. Issues are brought to the board through a committee structure and all members of the neighborhood are encouraged to participate at all levels of the organization. The PCNF is a non-profit foundation established by Plymouth Congregational Church in the fall of 1999. Its primary areas of interest include housing, economic development, children, family and youth programs, and the arts. Its activities include those traditionally undertaken by community development corporations (CDC). The PCNF's primary geographic focus is the Stevens Square - Loring Heights and Whittier neighborhoods in Minneapolis. The SSCO and the PCNF have recently begun a partnership and are actively seeking opportunities to work together in many capacities.

The Redevelopment Project is planned to serve portions of the Stevens Square - Loring Heights neighborhood which is bounded by I-94 on the north, I-35W on the east, Franklin Avenue on the south, and Lyndale Avenue on the west. The neighborhood's population is approximately 4,500 with an annual median household income of just under \$14,500. About 95 percent of its residents rent their homes or apartments and about 40 percent have resided in the neighborhood for less than one year. The neighborhood's population continues to be highly transitory in nature, and has historically provided housing to newcomers to Minneapolis. Despite the existing high density housing stock, there is a continuing need for additional housing, larger units to adequate house growing families, and more stability through expanded home ownership opportunities. The area continues to be recognized for its architectural integrity. We anticipate that the upcoming 2000 census will indicate a significant increase in

minority residents and children

The Rehabilitation and Development Planning and Design workshop will focus on an area generally bounded by 35W on the east, 2nd Avenue on the west, Franklin Street on the south, and I-94 on the north. Please refer to the map on the following page.

**Overall Goals and Objectives.** The Redevelopment Project is planned to provide neighborhood residents an opportunity to participate and build upon their NRP vision by participating in specific redevelopment implementation activities and projects. It is expected to clarify NRP II funding priorities. Moving beyond planning activities, the Redevelopment Project proposes to undertake prototype projects with resident input and guidance, thus making substantial progress toward realizing a neighborhood redevelopment vision. It will provide a foundation for a long-term partnership between the SSCO and the PCNF. It is expected that the workshop will focus on that part of Stevens Square depicted in the map on the following page.

The project's overall goals and objectives are to:

- Involve neighborhood residents in redevelopment workshops designed to refocus the neighborhood vision which was initiated by the NRP process in the early-1990s and shift efforts toward implementation;
- Develop a Redevelopment Implementation Plan, including a prioritized list of activities and projects to be coordinated with the City of Minneapolis' Avenue of the Arts project, the efforts of the Nicollet Avenue Task Force, and other ongoing efforts;
- Develop and evaluate alternate organizational models for redevelopment partnerships between community and faith-based organizations which may be replicated elsewhere; and
- Implement prototype redevelopment projects.





**Objectives to be Achieved through These Professional Services.** SSCO and the PCNF's immediate goals in soliciting these professional services are as follows.

1. To provide workshop participants with an appreciation of the architectural integrity and development history of Stevens Square -- Loring Heights.
2. To provide workshop participants graphically depicted information to stimulate creative thinking and visioning.
3. To provide a moderated workshop experience designed to help participants articulate their individual redevelopment visions and ideas.
4. To develop a list of prioritized rehabilitation and development concepts and ideas for the project focus area.
5. To complete the scope of services by the end of May, 2000 and present findings to the SSCO Housing and Development Committee at their June meeting.

**General.** This section of the RFQ describes the work tasks to be completed by the Consultant. The SSCO and PCNF have established a preliminary budget of \$15,000 to undertake this scope of services. The final scope, schedule and budget will be negotiated with the selected firm or team.

1. Prepare a workshop plan to be implemented in May. The workshop plan shall include goals, objectives, and a strategy for conducting the workshops and encouraging active participation.
2. Prepare maps of the rehabilitation and development area. Include zoning, land use and other pertinent information. Interview community leaders to gain an understanding of rehabilitation and development needs. Review ideas generated through past planning efforts. Assemble photos and drawings of other redevelopment projects. Assemble available information on the Avenue of the Arts project.
3. Prepare drawings, sketches, and photos of architectural details in existing residential single- and multi-housing structures in the Stevens Square – Loring Heights area.
4. Prepare drawings, sketches, and photos of streetscape and landscape ideas other than for Avenue of the Arts.
5. Prepare tables illustrating rehabilitation costs, building materials, construction techniques and architectural details.
6. Facilitate workshops in accordance with the workshop plan, in early May of this year.
7. Provide color drawings, plans, details, and concepts (in digital format) for inclusion in a planning document (to be produced by others).
8. Provide a written summary of participant comments and ideas. Provide a verbal report to the SSCO Housing and Development Committee on the outcomes of the Workshop at its June meeting.

### SECTION 3

### INSTRUCTIONS

**General.** This section of the RFQ is intended to describe instructions to consultants in the preparation of statements of qualifications (SOQs). Consultants submitting SOQs are strongly encouraged to fully study this RFQ and the attached Agreements before completing and submitting their SOQ.

**SOQ Delivery.** All SOQs shall be delivered in a sealed envelope to the following address.

Stevens Square – Loring Heights Redevelopment Project  
c/o SSCO  
110 East 18<sup>th</sup> Street, Room 112  
Minneapolis, Minnesota 55403

SOQs must be received at the above address no later than 12:00 P.M. on Tuesday, March 7, 2000. Two originals and eight (8) photocopies of the SOQ shall be provided. Facsimile (“fax”) machine transmitted SOQs shall not be accepted. SOQs arriving after the above specified time, whether sent by mail, courier or in person, shall not be accepted.

**Costs.** All costs that each Consultant incurs in preparing and submitting its SOQs are the sole responsibility of the Consultant(s) and shall in no event be paid or reimbursed by the SSCO or the Foundation.

**Reservation of Rights.** The SSCO and the Foundation reserve the right to reject any or all SOQs, waive formalities, technical requirements and/or deficiencies and irregularities; or solicit new submittals, if such actions are deemed reasonable and in the best interest of the project. The SSCO and the Foundation are also not obligated to execute any Agreement for the services described in this RFQ. Any decision by the SSCO or the Foundation shall be considered final.

## SECTION 4

## REQUIREMENTS

This section of the RFQ describes the expected minimum SOQ contents to be considered responsive.

1. A Cover Letter. Please include a cover letter introducing your firm.
2. A List of the Individuals That Will Provide the Requested Services. Please include a resume for each such individual. Please highlight that individual's role on similar projects.
3. A List of Any Subconsultants Your Propose to Use. Please describe projects you have worked on with your proposed subconsultant.
4. A General Statement of Qualifications for Your Firm.
5. A Description of Your Approach to Completing the Scope of Services.
6. A Description of Similar Projects Your Firm Has Completed and Other Relevant Experience.
7. A List of Exceptions You Would Request to Take from the Sample Agreement (attached).
8. A List of Three Professional References.

## SECTION 5

## EVALUATION PROCESS

This RFQ establishes general evaluation principles governing the review of SOQs submitted hereunder. Notwithstanding those general principles, the SSCO and the Foundation reserve the right, at its sole discretion, to select as the preferred Contractor(s) that, in their judgment, is most appropriate for the conduct of the work contemplated by this RFQ taking into account all considerations deemed relevant.

To evaluate the SOQs, the following criteria shall be applied.

1. Performance of the firm on similar projects.
2. Demonstrated ability of the firm's project staff to work interactively with residents to encourage creative thinking about urban design and planning.
3. Demonstrated ability to work within agreed-upon budgets and schedules.
4. Creativity expressed in the stated approach to providing the scope of services.
5. The quality of the SOQ document.
6. The pledged ability to meet the project's schedule constraints.

**Schedule.** The SSCO and the Foundation anticipate the following schedule to complete the redevelopment workshop:

Send out RFQs	February 14, 2000
SOQs Due at SSCO Offices	March 7, 2000, 12PM
Select Consultant and Give Notice to Proceed	March 15, 2000
Conduct Workshop(s)	May, 2000
Present Findings to SSCO Housing and Development Committee	June, 2000

Client:

Client Address:

Consultant:

Consultant Address:

\_\_\_\_\_ (CLIENT) and \_\_\_\_\_ (CONSULTANT) have agreed that CONSULTANT shall perform the following Services, which are part of the AGREEMENT identified above. The Services covered by this AGREEMENT will be performed in accordance with the Provisions included within this AGREEMENT and any attachments or schedules.

**Scope of Services:**

(See attachment)

**Term**

Notwithstanding the date of the signatures of the parties to this Agreement, the term of this Agreement shall commence on March 15, 2000 and, unless earlier terminated pursuant to this Agreement, shall terminate on December 31, 2000.

**Key Personnel**

The key contacts for this PROJECT are as follows:

CLIENT

CONSULTANT

**Compensation**

SUBCONSULTANT will be compensated for SCOPE OF SERVICES on a hourly rate, not-to-exceed basis. In no case will the total COMPENSATION to CONSULTANT exceed that amount without a written approval from CLIENT.

**Other Terms:**

This AGREEMENT supersedes all prior agreements and understandings and may only be changed by written amendment executed by both parties.

Accepted by CLIENT

By \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

Accepted for CONSULTANT

By \_\_\_\_\_

Title \_\_\_\_\_

Date \_\_\_\_\_

## **AGREEMENT PROVISIONS**

### **ARTICLE 1. TERMS OF PAYMENT**

#### **A. Invoicing**

CONSULTANT may submit invoices to CLIENT for progress payments not more than once each month by the 7<sup>th</sup> of each month. Such invoices will represent the value of the completed Scope of Services and will be prepared in a form and supported by documentation as CONSULTANT may reasonably require.

#### **B. Progress Payments**

Payment shall be made by CLIENT to CONSULTANT within 30 days for the approved and reimbursed invoice amount. Progress payments to CONSULTANT will not constitute acceptance of WORK under the Scope of Services. CONSULTANT shall notify CLIENT when 75 percent of the not-to-exceed budget has been expended.

#### **C. Final Payment**

Upon completion of the Scope of Services, CLIENT will notify CONSULTANT that the Scope of Services is complete and that final payment is due. If the Scope of Services has been completed to the satisfaction of CLIENT and all other Provisions of this AGREEMENT are fulfilled, CONSULTANT will submit to CLIENT a final invoice as to the amount due.

### **ARTICLE 2. OBLIGATIONS OF CONSULTANT**

#### **A. Independent Contractor**

CONSULTANT is an independent contractor and will maintain complete control of and responsibility for its employees, subcontractors, and agents. CONSULTANT shall also be solely responsible for the means and methods of carrying out the Scope of Services and for the safety of its employees.

#### **B. Subcontractors**

Any proposed subcontractors to CONSULTANT who will perform a portion of the Scope of Services hereunder must, before Services are begun, be submitted to and approved in writing by CLIENT. CONSULTANT will bind all Subcontractors to the Provisions of this AGREEMENT.

Neither this AGREEMENT nor any Subcontract will create any contractual relationship between any Subcontractor and CLIENT, nor any liability of CLIENT to any Subcontractor.

#### **C. Performance**

The standard of care applicable to CONSULTANT's Services will be the degree of skill and diligence normally employed by others performing the same or similar services. CONSULTANT will perform any Services not meeting this standard without additional compensation.



#### **D. Insurance**

CONSULTANT will maintain throughout this agreement the following insurance.

- (1) Worker's compensation insurance in the statutory amount and employer's liability insurance.
- (2) Comprehensive automobile and vehicle liability insurance covering claims for injuries to members of the public and/or damages to property of others arising from use of motor vehicles, including onsite and offsite operations, and owned, non-owned, or hired vehicles, with at least \$1,000,000 combined single limits.
- (3) Commercial general liability insurance covering claims for injuries to members of the public or damage to property of others, in the amount of at least \$1,000,000 per occurrence and in the aggregate.
- (4) Professional liability or Errors and Omissions insurance of at least \$1,000,000 per occurrence and in the aggregate.

~~Insurance coverage in items (2) and (3) above will name CLIENT as additional insureds.~~

CONSULTANT will provide waivers of subrogation against CLIENT, their officers, affiliates, employees, agents, and subcontractors (with respect to (2) and (3) above).

Before commencing services under this contract, CONSULTANT will furnish CLIENT with certificates of insurance verifying coverages, additional insureds, and waiver of subrogation as outlined.

#### **E. Indemnification**

CONSULTANT agrees to indemnify CLIENT from any claims, damages, losses, and costs, including, but not limited to, attorney's fees and litigation costs, arising out of claims by third parties for property damage and bodily injury, including death, caused solely by the tortious or illegal act or omission including without limitation, professional errors and omissions by the CONSULTANT, CONSULTANT's employees, affiliated corporations, officers, and subcontractors in connection with the PROJECT.

#### **F. Codes, Laws, and Regulations**

CONSULTANT will comply with all applicable codes, laws, regulations, standards, and ordinances in force during the term of this AGREEMENT.

#### **G. Permits, Licenses, and Fees**

CONSULTANT will obtain and pay for all permits and licenses required by law that are associated with CONSULTANT's performance of the Scope of Services and will give all necessary notices.

#### **H. Publicity**

CONSULTANT will not disclose the nature of its Scope of Services on the PROJECT, or engage in any other publicity or public media disclosures with respect to this PROJECT without the prior consent of CLIENT.

**I. Key Personnel**

CONSULTANT will provide qualified personnel to perform the Scope of Services. CONSULTANT will identify key personnel for its WORK, including a designated project manager, if requested by CLIENT, and will not change or reassign any of the designated key personnel without the approval of CLIENT.

**J. Copies of Data**

One legible copy each of all memoranda, technical data, computations, and other instruments of service prepared under the terms of this AGREEMENT will be delivered by CONSULTANT to CLIENT upon completion of the Scope of Services.

**K. Access to Records**

CONSULTANT will maintain accounting records, in accordance with generally accepted accounting principles and practices, to substantiate all invoiced amounts. Said records will be available for examination by CLIENT during CONSULTANT's normal business hours for a period of 3 years after CONSULTANT's final invoice to the extent required to verify the costs incurred hereunder.

**L. Suspension of WORK**

CONSULTANT will, upon written notice from CLIENT, suspend, delay, or interrupt all or a part of the Scope of Services. In such event, CONSULTANT will resume the Scope of Services upon written notice from CLIENT, and an appropriate extension of time will be mutually agreed upon and added to CONSULTANT's time of performance.

**M. Nondiscrimination**

The CONSULTANT agrees as follows:

- A. No person shall illegally be excluded from full-time employment rights in, be denied the benefits of, or be otherwise subject to discrimination in the program which is the subject of this AGREEMENT on the basis of race, creed, color, sex, marital status, sexual preference, public assistance status, age, disability, or national origin.
- B. The CONSULTANT further agrees to comply with all applicable affirmative action or equal employment opportunity requirements imposed upon CLIENT by any federal or state law, rule or regulation. The CONSULTANT further agrees to furnish all information or reports that may be required by Executive Order, Department of Labor regulations or any other state or federal agency, or as required by CLIENT.
- C. This AGREEMENT may be canceled or terminated by CLIENT and all money due, or to become due hereunder, may be forfeited for a second or any subsequent violation of the terms or conditions of this subdivision.

**N. Schedule**

The schedule and/or terms of completion for the performance of services under this AGREEMENT shall be as specified in the Scope of Services.

**O. Working Files**

CONSULTANT will maintain files containing all deliverable documentation including calculations, assumptions, interpretations of regulations, sources of information, and other raw data required in the performance of this AGREEMENT, CONSULTANT will provide copies of the information contained in its working files to CLIENT upon request of CLIENT.

**ARTICLE 3. OBLIGATIONS OF CLIENT**

**A. Timely Review**

CLIENT will examine CONSULTANT's studies, reports, proposals, and other project-related documents and render decisions required by CONSULTANT in a timely manner.

**B. Prompt Notice**

CLIENT will give notice to CONSULTANT whenever CLIENT observes or becomes aware of any development that affects the scope of CONSULTANT's Scope of Services, or any defect in the Services of CONSULTANT.

**C. Furnished Data**

The Parties will provide each other, if requested, technical data in its possession, including, but not limited to, previous reports, and other information relating to the provision of the Scope of Services on the PROJECT. Each Party may reasonably rely upon the accuracy of the information provided by the Other Party.

**D. Changes**

CLIENT may make changes, revisions, additions, or deletions (collectively hereinafter called "changes") in the Scope of Services. CLIENT shall notify CONSULTANT of changes in a timely manner. CONSULTANT will immediately, upon knowledge of any potential changes (including actions, inactions, and written or oral communications) notify CLIENT of such. CONSULTANT will not proceed with any changes unless notified to proceed by CLIENT.

**ARTICLE 4. GENERAL LEGAL PROVISIONS**

**A. Proprietary Information**

Except when otherwise authorized in writing by CLIENT, all technical data, and other information furnished to CONSULTANT by CLIENT or development by CONSULTANT or others in connection with the Services rendered are, and will remain, the property of CLIENT.

**B. Assignments**

This is a bilateral personal Services AGREEMENT. Neither party shall have the power to or will assign any of the duties or rights or any claim arising out of or related to this AGREEMENT, whether arising in tort, contract or otherwise, without the written consent of the other party. Any unauthorized assignment is void and unenforceable. These conditions

and the entire AGREEMENT are binding on the heirs, successors, and assigns of the parties hereto.

**C. Waivers**

No waiver by either party of any default by the other party in the performance of any provision of this AGREEMENT will operate or be construed as a waiver of any future default, whether like or different in character.

**D. Authorization to Proceed**

Execution of this AGREEMENT by CLIENT will be authorization for CONSULTANT to proceed with the Scope of Services, unless otherwise provided for in this Agreement.

**E. Jurisdiction**

The laws of the State of Minnesota governing the CONTRACT between CLIENT and CONSULTANT shall govern the validity of this AGREEMENT, its interpretation and performance, and any other claims related to it.

**F. Severability and Survival**

If any of the Provisions contained in this AGREEMENT are held invalid, illegal, or unenforceable, the unenforceability of the other remaining provisions shall not be impaired thereby. Limitations of liability, indemnities, and other express representations shall survive termination of this AGREEMENT for any cause.

**G. Termination**

**(1) Termination for Convenience**

All or part of this AGREEMENT may be terminated by CLIENT for its convenience. In such event, CONSULTANT will be entitled to compensation for Services competently performed up to the date of termination and reasonable termination expenses as determined at the discretion of CLIENT. CONSULTANT shall not be entitled to compensation for profit on Services not performed.

**(2) Termination for Default.**

CLIENT may, by written notice, terminate the whole or any part of the AGREEMENT for default in the event that CONSULTANT fails to perform any of the Provisions of this AGREEMENT, or fails to make progress as to endanger performance of the AGREEMENT in accordance with its terms, or, in the opinion of CLIENT, becomes financially or legally incapable of completing the WORK and does not correct such to CLIENT reasonable satisfaction within a period of 7 working days after receipt of notice from CLIENT, specifying such failure. If, after notice of termination, it is determined for any reason that CONSULTANT was not in default or that the default was excusable, the rights and obligations of the parties will be the same as if the notice of termination had been issued pursuant to TERMINATION FOR CONVENIENCE.

**H. Delays and Extension of Time**

If CONSULTANT is delayed in the progress of the Scope of Services by any act or neglect of CLIENT or by any separate subcontractor employed by CLIENT, or by strikes, lockouts, fire, unusual weather conditions, or unavoidable casualties, CONSULTANT will, within 48 hours of the start of the occurrence, give notice to CLIENT of the cause of the potential delay and estimate the possible time extension involved. Within 7 days after the cause of delay has been remedied, CONSULTANT will give notice to CLIENT of any actual time extension requested as a result of the aforementioned occurrence.

Within 15 days after CONSULTANT submits to CLIENT, a written request for an extension of time, CLIENT will present its written opinion as to whether an extension of time is Justified, and, if so, a decision as to the number of days for time extension.

The AGREEMENT time may then be extended by Change Order for such reasonable time as CLIENT determines. It is agreed that no claim will be made or allowed for any damages that may arise out of any delay caused by the above referenced acts or occurrences, other than claims for the appropriate extension of time.

No extension of time will be granted to CONSULTANT for delays occurring to parts of the Scope of Services that have no measurable impact on the completion of the total Scope of Services under this AGREEMENT.

No extension of time will be considered for weather conditions normal to Wisconsin. Unusual weather conditions, if determined by CONSULTANT to be of a severity that would stop all progress, may be considered as cause for an extension of completion time.

**SSCO/PCNF Work Group**  
**Rating Sheet for Design Planning Workshop SOQs**

Please rate each proposal on each of the following criteria on a scale from 1-5 (1 being lowest, 5, highest). Please use a separate sheet of paper per proposal.

Proposing firm: \_\_\_\_\_

1. Performance of the firm on similar projects	
2. Demonstrated ability of the firm's project staff to work interactively with residents to encourage creative thinking about urban design and planning	
3. Demonstrated ability to work within agreed upon budgets and schedules	
4. Creativity expressed in the stated approach to providing the scope of services	
5. The quality of the SOQ document	
6. The pledged ability to meet the project's scheduled constraints	





Figure 3





Stevens Square Community Organization  
Plymouth Church Neighborhood Foundation

# COMMUNITY DESIGN & PLANNING WORKSHOP

Saturday, May 20, 2000 • Minneapolis, Minnesota

## *Summary of the Workshop*

*Stevens Square residents during the May 20 workshop.*

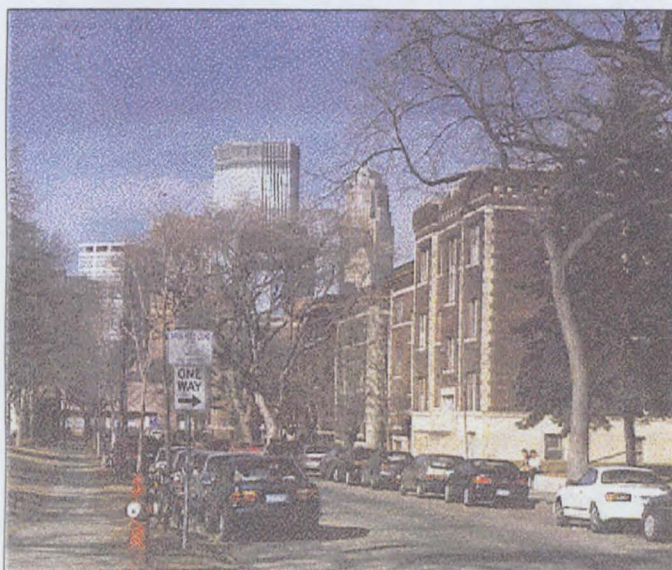
## On a sunny Saturday morning, Stevens Square community members gathered

above the 3rd Avenue Market for a citizen workshop to discuss the neighborhood's future. The participants were asked a number of questions and discussed opportunities that will enhance the neighborhood's special character.

The participants prioritized answers using "Dotmocracy" highlighting the following themes.

- First, the building type character and heritage are distinctive features the neighborhood should build upon with any new construction or redevelopment.
- Second, the opportunities offered the community for rehabilitation and development along the Avenue of the Arts should reflect the local community's daily needs and aspirations. And any new art installations should reflect the neighborhood's diversity.
- Third, any new housing opportunities should encourage home ownership.
- Fourth, community residents are interested in managing a redevelopment strategy, but it will require collaborative partnerships to achieve results.

*On the next page, each of the workshop questions are stated and the five most popular answers are listed below. To the left of each answer is the point value participants gave to those answers. These answers establish the priorities for the community. Design and implementation strategies summarized in the comments following each question will provide the basis for the Stevens Square-Loring Heights Rehabilitation and Development Strategy.*



*A unique feature of this neighborhood is its proximity to downtown.*

**Inside:** Summarized results of the workshop questions and answers



**Question 1. BESIDES STEVENS SQUARE PARK, NAME 2 OTHER CHARACTERISTICS THAT IDENTIFY THIS AS THE STEVENS SQUARE NEIGHBORHOOD.**

- 41 Brownstones, 3 1/2 stories, architecture, apartments, materials, brick, NYC feel, red brick buildings, distinctive, older apartments
- 27 Urban gardens, unique landscape, from mix of trees and buildings, greenery combined with quaint structures
- 8 Diversity, culture, class, ethnicity, genders
- 6 Historic district, historic buildings, homes
- 3 Proximity to downtown, community gateway to downtown

**Comments**

*Local citizens believe the unique identity of the Stevens Square neighborhood is derived primarily from the diversity of its urban features. 3-1/2 story brown brick apartments are the predominant building type, although single family homes and high-rise apartment buildings are identifiable features of the neighborhood as well. The community also identifies strongly with the existing early 20th century architecture. Existing urban gardens are valued for bringing green space into the neighborhood.*

**Question 2. IF PUBLIC ART WERE INSTALLED ALONG THIRD AVENUE, WHO/WHAT SHOULD IT REPRESENT?**

- 22 Values, goals, aspirations: City of Minneapolis seen through the filter of history, neighborhoods, sense of place, strengths of the past, community's history, character, link from past to present
- 17 Diversity of 'hood culture, diverse common beauty of human kind, peoples' stories, past and present
- 6 Trees, flowers, birds - beauty! nature theme, water & vegetation, nature to balance "hard concrete"
- 5 Blend with architecture of neighborhood, historic era of buildings
- 5 Safety

**Comments**

*Overwhelmingly, workshop participants believe any new public art along the Avenue of the Arts should reflect the values, goals and aspirations of the Stevens Square community. 3rd Avenue is the neighborhood's "front porch." Therefore, any public installations should demonstrate the neighborhood's own culture and identity.*



Participants ranked answers using "Dot-mocracy" technique.

*Many suggestions for art represented concern for enhancing the neighborhood's sense of community. Links to the neighborhood's evolution, sense of place, and cultural diversity through the "filter of history" and peoples' stories, would inform the local community and visitors about Stevens Square, further defining the neighborhood's identity. There was some interest in a few abstract, hard issue and non-representational installations, and perhaps a few sites may be reserved to tastefully explore these art forms.*

**Question 3. NAME THREE WAYS THE AVENUE OF THE ARTS COULD IMPROVE THE NEIGHBORHOOD'S LIVABILITY.**

- 12 Stabilize neighborhood through greater mixed use and increased economic strength
- 12 Mix of street level shops with housing above
- 9 Green spaces and gathering spaces, increase, emphasize
- 6 Add gallery & retail to lower level, open in PM
- 5 Encourage owners to improve property, upgrade building interiors, money for historic renovation

**Comments**

*The language used to describe the top answer, "stabilize," demonstrates the community need for action.*

*Therefore, if the purpose of the Avenue of the Arts is to knit downtown to the Minneapolis Institute of the Arts neighborhood, redevelopment planning and construction should go beyond streetscape improvements and include private sector improvements. Mixed use buildings, with shops and offices on lower levels and residential units on upper ones should be advocated in the plan. New architecture should care for and refer to the historic characteristics of older neighborhood buildings. Planning*



and design should be oriented towards creating people-friendly places, green spaces and walkways for local citizens to meet one another in safety and comfort. Stevens Square should be a place people remember fondly.

It comes as no surprise that the top suggestions for the Avenue of the Arts were urban in nature. The challenge for the Stevens Square community is to make this major civic image and infrastructure enhancement a community-building project as well. As 3rd Avenue passes through Stevens Square, improvements should not be limited to a unified streetscape design, but generate planning and design processes for restoring the neighborhood's urban fabric.

**Question 4. IF ADDITIONAL HOUSING IS TO BE CONSTRUCTED IN THE STEVENS SQUARE NEIGHBORHOOD, WHOM SHOULD IT BE FOR AND WHAT SHOULD IT LOOK LIKE?**

- Who
- 23 Ownership opportunity, opportunity for residents to stay, condos, high and moderate income (owned)
  - 13 Market rate, market place
  - 7 Mix of market rate and affordable, range of incomes, mix of income in same building
  - 6 Affordable
  - 4 Economically, racially, spiritually diverse

- What
- 7 Complement brownstones
  - 6 Mix - townhomes, rowhouses, apartments with brick
  - 4 Forget parking, encourage non-vehicle humanists
  - 3 Blend visually with the rest (of the neighborhood)
  - 2 Condos and townhomes that match historic style

#### Comments

Workshop participants described their interest in new construction for residential units, but overwhelmingly, new units for people who want the benefits and responsibilities of home ownership. This sentiment reinforces the desire to stabilize the neighborhood through restoring a balance between rental and homesteaded property.

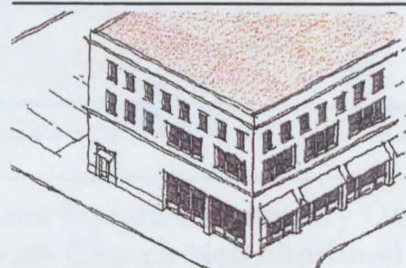
New construction should not preclude opportunities for lower-end market rate townhouses and flats, as well as upper-end condominium apartments. A mix of market rate buying opportunities would tip the balance towards a neighborhood with more permanent residents and confident investments in the community's prosperity.

**Question 5. WHO DO YOU BELIEVE SHOULD BE INVOLVED IN IMPLEMENTING THE COMMUNITY'S REHABILITATION AND DEVELOPMENT STRATEGY?**

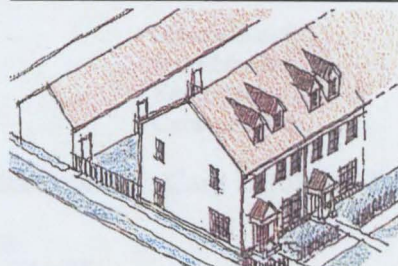
- 26 Residents, local community, residents who have history of active involvement
- 13 Appropriate developers, private developers with equity
- 8 Residents and SSCO
- 5 Private-sector developers with neighborhood community development corporation (CDC)
- 4 Property owners, representatives, homeowners, building owners

#### Comments

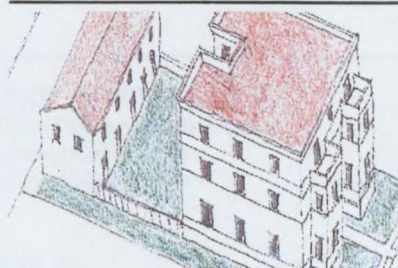
Workshop participants strongly voiced a preference for having a dominant role themselves. Along with the SSCO, Plymouth Church Neighborhood Foundation, designated public and private sector development interests would constitute a constituency to move the community's revitalization strategy towards achievable results. However, this constituency must pursue its strategy with a clear understanding of the neighborhood's identity. It will also take a willingness to effectively collaborate with the City of Minneapolis, design professionals, neighboring communities and potential funding sources to achieve the community's desired outcomes



Mainstreet Type



Townhouse Type



Stacked Flats Type

A variety of building types are appropriate for redevelopment.



The Development Framework identifies important planning features.



### Workshop Participants

Jeff Alden	Michael Lyght
Bill Allexsaht	Sheila Lynch
Carla Behnke	B. Magnussen
Tom Berthiaume	Ann Manning
Gene Blackledge	Becky Moyer
Jill Blumenshein	Lyle Maki
Ralph Colby	Kelty McKinnon
Carol Cushmore	Brenda Miller
James Davies	Tim Nolan
Gail Dorfman	Reggie Prim
Jim Gertmenian	Ted Redmond
Marcia Giske	Mary Rogers
Spencer Holmes	David Sebaka
Meredith Homans	Linda Satorius
Karen Ives	Liz Sheets
Lynn Johnson	Ryan Striker
Cory Johnson	Alice Tuseth
Emily Kalmer	Dee Tvedt
Jean Kennedy	Keith Twist
Jeanne Krueger	Steve Wellington
Jim Larson	Gary Winter
Jay Larson	

### Stevens Square Community Organization Plymouth Church Neighborhood Foundation

Margee Bracken  
Sonia Cairns  
James Davies  
Steve Frenz

Marcia Giske  
Scott Harder  
Karen Ives  
Cara Letofsky

Brenda Miller  
Linda Satorius  
Janet Whitmore

*For more information, contact: Cara Letofsky, Executive Director*

110 East 18th St. #112  
Minneapolis, MN 55403  
612-871-7307, Fax 612-871-1653  
letofsky@tcfreenet.org

### Community Design Workshop Team

Richard McLaughlin, Town Planning Collaborative  
Ruth Koontz, Town Planning Collaborative  
Mike Lamb, Town Planning Collaborative  
Nick Koch, HGA  
Phil Koski, HGA  
Bill Smith, Biko Associates, Inc.  
Tim Griffin, Biko Associates, Inc.  
Caren Dewar, Dewar and Associates  
Lucy Thompson, Urban Planner

# STEVENS SQUARE COMMUNITY ORGANIZATION

110 E 18<sup>th</sup> Street, #112, Minneapolis, MN 55403; (612) 871-7307; Fax: (612) 871-1653  
ssco@tcfree.net.org | <http://tcfree.net.org/org/ssco>

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## *Primary lessons from the community design and planning workshop*

- The Stevens Square-Loring Heights community overwhelmingly identifies itself as a neighborhood of 3 ½ story brownstone buildings and urban gardens. These are characteristics that the community wants to preserve and enhance.
- Home ownership that fits into the urban fabric of the neighborhood (i.e. townhouses and multi-unit condominium buildings) is the top priority for additional housing development.
- Any public art projects located in the neighborhood should reflect the diversity of the population, the history of the area, and a sense of place.
- Development strategies should be implemented by community residents in partnership with public and private organizations.

Endorsed by SSCO Housing & Development Committee on 11 July 2000.

## DESIGN GUIDELINES FOR NEW CONSTRUCTION IN THE CLINTON SECTOR OF STEVENS SQUARE-LORING HEIGHTS COMMUNITY

The Stevens Square community is one of the oldest and most urban neighborhoods in Minneapolis. Since the early decades of the twentieth century, Stevens Square has been a neighborhood of 2 ½ and 3 ½ story apartment buildings co-existing with single family homes in the blocks east of Third Avenue known as the Clinton sector. In more recent decades, it has also become a neighborhood of urban gardens and green spaces. Respecting those historical conditions and the existing urban context of the community is critical to the success of new developments. Further information about the Stevens Square Historic District surrounding Stevens Square Park may be obtained by contacting the Minneapolis Heritage Preservation Commission at 612.673.2422.

The following guidelines are intended to provide direction for the design and development of new construction. While there is considerable latitude built into these guidelines, it should be understood that suburban building types and/or central business district building types will not be supported by the community.

### Building Massing

1. Building height shall respect the existing urban context of 2 ½ and 3 ½ story structures. Although there is not a specific height restriction, high rise structures will not be supported by the community.
2. Setbacks from the street shall match the existing pattern of development in the neighborhood.

### Architectural Design

1. New construction shall enhance the existing historic Renaissance Revival style of the neighborhood. This does not mean that new designs must mimic the traditional style, but that they must be compatible with it.
2. Building materials shall be brick, masonry or other contemporary materials that can be designed to be compatible with brick or masonry. Materials shall respect the existing urban fabric of the neighborhood. Sustainable building materials shall be used as much as possible.
3. Building design shall reflect an in-depth knowledge of Crime Prevention Through Environmental Design (CPTED) guidelines. See attached summary sheet on current CPTED guidelines.
4. Parking shall be underground as much as possible. In multi-unit residential buildings, parking shall be underground, tucked under the structure or designed as garages with access on the alley. Suburban styles of garage and driveway design either facing the street or attached to the front of the residence are not acceptable.
5. Mechanical equipment and/or penthouses shall be screened from view.

### Landscape/Site Design

1. Building site shall be landscaped to reflect a commitment to the standards established by the existing green spaces and gardens in the neighborhood. Plantings of new trees are encouraged.
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## **Summary of Crime Prevention Through Environmental Design Guidelines**

Crime Prevention Through Environmental Design (CPTED) is the use of design in the built environment to effectively reduce the incidence and perception of crime, thereby improving the quality of life in a community.

There are three CPTED principles that form the basis for effective design.

1. Natural surveillance: unobstructed views with "eyes on the street."
2. Natural access control: physical barriers that deny access or create a perception of risk for offenders
3. Territorial reinforcement: define public vs. private spaces and create a sense of ownership or sphere of influence to the area.

### *Natural Access*

Use hedges to discourage cut-through foot traffic between the street and alley  
Use thorny bushes to discourage activity under windows or between garages  
Use glass block or metal bars on basement windows

### *Natural Surveillance*

Use lighting in key area such as doors, garages, porches  
Use gardens or plantings to draw the eye to potential problem areas

### *Territorial Reinforcement*

Clearly define lines between public and private spaces through the use of landscape design  
Change the grade of the property using short retaining walls  
Clearly identify and celebrate the entrance to the property

Designing the building environment according to CPTED guidelines helps to influence the behavior of people by encouraging positive use of urban spaces. In turn, this helps to reduce crime and prevent loss. This is a summary of CPTED guidelines. For a complete version of the guidelines, please contact Dan Niziolek at the Minneapolis Planning Department at 612.675.5480.

*Adopted by Stevens Square Community Organization October 2000*



## DEVELOPMENT MATRIX 2

*Criteria for developing properties*

	SILVER BLDG.	GRACE/BATTLE	PEAKE/PARKING	1707 HIGH RISE	1800 BLOCK	MCDA LOT ONLY	1927 THIRD
Consensus of vision	Yes	No	<b>REVISE:</b> Part of 3 <sup>rd</sup> Ave Market redevl.	Yes	Yes	<b>REVISE:</b> Remove from devel. plans	<b>SOLD</b>
Site Control	No: Very difficult	No	SCA leases for \$1. Loss leader	Not needed	No: 5 owners Challenging		
Quality of streets	Renovation of Franklin Avenue	Freeway barrier	Avenue of the Arts renovation	Avenue of the Arts renovation	Pleasant	OK	
Cost/resources	\$\$\$\$	\$\$\$\$	cooperative condemnation (?)	\$\$	\$\$\$\$\$	Reasonable: Grants? \$6800 for lot	
Schedule	<b>2nd PRIORITY:</b> MCDA active now	<b>5<sup>th</sup> PRIORITY</b>	<b>FIRST PRIORITY</b>	<b>3<sup>rd</sup> PRIORITY</b> Link to Ave of Arts	<b>4<sup>th</sup> PRIORITY</b>	<b>REMOVE</b> from list	
Design	Mixed use rehab: retail/housing	New housing	Artist live/work space/retail	Landscape design	Mixed use	Multi-unit needed to be \$ feasible	
Need	Yes	Yes	Yes-clean up 3 <sup>rd</sup> Avenue Market	Yes	Yes	Yes	
Impact on area	Gateway :Important site	Unknown	Very positive	Gateway site from downtown	Significant scale Link 3 <sup>rd</sup> to Clinton	Positive	
Access	Good	Freeway possible barrier	Good	Good	Good	Good	
Partners:other resources	MCDA Private/Commercial	Plymouth Church	Steve Frenz:/ City Artspace Projects?	Public Works/ Hope 6/ Private fdns.	Private developers CCHT/ PPL	MCDA Public/private	
Capacity of organizations	As a broker for site	Research information	Possible	OK	Challenging	Yes	

# STEVENS SQUARE COMMUNITY ORGANIZATION

110 E 18<sup>TH</sup> STREET, #112, MINNEAPOLIS, MN 55403; (612) 871-7307; FAX: (612) 871-1653

## REQUEST FOR QUALIFICATIONS for new housing construction along Avenue of the Arts

### *Project Description*

The proposed development calls for additional home ownership opportunities on the 1800 block of Third Avenue ("Avenue of the Arts") and Clinton Avenue in the Stevens Square-Loring Heights neighborhood of Minneapolis. *While the final project will be determined in conjunction with the developer, it is assumed that it will contain a minimum of 12 additional market-rate home ownership units.*

Site: The site embodies the properties at 1817, 1821 and 1825 Third Avenue South plus the MCDA property at 1820 Clinton Avenue South. The lots all measure 50 x 128 feet, and are contiguous. Two of the lots, 1817 and 1825 Third Avenue South, currently have houses on them (both built in 1900); the other two are vacant.

Zoning: The properties at 1817 and 1821 Third Avenue South are currently zoned for two-family (low density) residential use. 1825 Third Avenue and 1820 Clinton Avenue are zoned for multiple-family (high density) residential use, as is the rest of the block. Because we are asking for a minimum of 12 units in the development, we assume a zoning change will be necessary for the properties at 1817 and 1821 Third Avenue South.

Condition of properties: The buildings at 1817 and 1825 Third Avenue were both built in 1900 as large single-family homes. Depending on the condition of the properties, the neighborhood would consider the possibility of rehabing them into condominiums, or demolishing them for new construction. The developer is responsible for determining the feasibility of these options.

Sewer/Water/Gas: Available on site.

Market: The market for new housing in the Stevens Square neighborhood, as defined by recent sales of townhouses and condominiums, consists primarily of young professionals and two-income couples purchasing a home for the first time. A price of \$90,000 is a minimum for new housing units.

Avenue of the Arts: Third Avenue or "Avenue of the Arts" is part of a city effort to enhance the Avenue from the Mississippi River to The Minneapolis Institute of Arts (MIA) with lighting, public art, and green space. These improvements – including new Frank Lloyd Wright-style bridge over Interstate 94 – will help the Avenue become a vibrant, exciting corridor leading from downtown Minneapolis through the Stevens Square community. This effort has been supported by the Mayor, our City Councilmember, SSCO, the Whittier Alliance, and the MIA. Construction of the bridge begins in December 2000, and funding for the streetscape improvements from the Mississippi River to 26<sup>th</sup> Street is currently under consideration by the Minneapolis City Council.



### ***Project Goals***

*The goal of this development project is to provide opportunities for market rate home ownership in the Stevens Square-Loring Heights neighborhood.* The project was identified through a community planning process that was conducted by the Stevens Square Community Organization (SSCO), in partnership with the Plymouth Church Neighborhood Foundation (PCNF). A Community Design and Planning Workshop on May 20, 2000 provided a forum for community input on a number of questions, and established the ground rules for future development in the community.

*Through this process, the overwhelming priority articulated by the community is for home ownership opportunities that are designed to fit in to the existing fabric of this unique urban neighborhood.* Community residents were asked to respond to the question: If additional housing is to be constructed in the Stevens Square neighborhood, for whom should it be and what should it look like? The majority response (23 out of 43 participants) was "ownership opportunity; opportunity for residents to stay; condos, high and moderate income." The next largest number of responses (13 out of 43) was "market rate, market place." An additional seven responses indicated a preference for a mix of market rate and affordable housing; and six people indicated a preference for affordable housing only. The last four responses, "economically, racially and spiritually diverse" indicated a broad preference for reflecting the diversity of the existing community.

Both SSCO and PCNF boards have endorsed the *Primary Lessons from the Community Design and Planning Workshop* and are committed to developing projects that fit the community's desires. These lessons are:

- The Stevens Square-Loring Heights community overwhelmingly identifies itself as a neighborhood of 3 ½ story brownstone buildings and urban gardens. These are characteristics that the community wants to preserve and enhance.
- Home ownership that fits into the urban fabric of the neighborhood (i.e. townhouses and multi-unit condominium buildings) is the top priority for additional housing development.
- Any public art projects located in the neighborhood should reflect the diversity of the population, the history of the area, and a sense of place.
- Development strategies should be implemented by community residents in partnership with public and private organizations.

### ***Project History***

Following the May Community Design and Planning Workshop, SSCO and PCNF began developing an implementation strategy for responding to the objectives identified by the community. Throughout the summer and fall of 2000, a Work Group consisting of SSCO, PCNF and neighborhood representatives has identified development sites, established priorities and begun the process of site acquisition. A purchase agreement for the current development site was signed in September 2000, with a closing date of March 31, 2001.

We see this as only the initial development near Avenue of the Arts in the Stevens Square neighborhood. There are additional properties that could be folded into this project, or part of a future development project.

**General qualifications for potential developers**

The most basic requirements for a developer interested in this project are:

- 1) Willingness to work with the community;
- 2) Sensitivity to the urban design issues of the neighborhood;
- 3) Track record of similar development projects; and
- 4) Demonstrated record of financial stability and responsibility.

The RFQ should include the following items:

1. Qualifications of the developer, architect, contractor and marketing agent.
  - a. Resume on each team member
  - b. Team organization
  - c. Project approach
  - d. Community-based development experience
  - e. References: Include both financial references and client references
2. Project description
  - a. Number and size of units
  - b. Design approach and ability to comply with design guidelines for Stevens Square (see enclosed)
  - c. Materials proposed for exterior
3. Project budget and schedule
  - a. Preliminary budget
  - b. Price for site
  - c. Schedule
4. Market information
  - a. Market for project
  - b. Estimated sale price per unit
  - c. Marketing approach
5. Financing
  - a. Ability to secure gap financing
  - b. Ability to secure construction financing
6. Legal
  - a. Proposed ownership structure such as homeowner's association, cooperative or condominium association
  - b. Qualifications of legal advisor, if applicable

**DEADLINE**

*Please submit one original and one copy of your response to the SSCO office at 110 East 18<sup>th</sup> St., #112 (the City of Lakes Transitional Care Center) no later than 4:00PM on Thursday, December 21, 2000. There will be an information meeting about the project on Wednesday, December 6, at 2:30 PM at 1905 3<sup>rd</sup> Ave, above the Third Avenue Market, to be followed by a walk-through of the properties at 4:00 PM.*

For additional information, contact Janet Whitmore at [whit0627@tc.umn.edu](mailto:whit0627@tc.umn.edu) or 612-871-7307. Thank you very much for your interest in this project.



HOMESTEAD



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*Adopted by Stevens Square Community Organization October 2000*

**SSCO/PCNF Work Group  
Rating Sheet for Developer RFQ Responses**

Please rate each proposal on each of the following criteria on a scale from 1-5 (1 being lowest, 5, highest). Please use a separate sheet of paper per proposal.

Proposing firm: \_\_\_\_\_

1. Performance of the firm on similar projects	
2. Demonstrated ability of the firm's project staff to work interactively with residents	
3. Demonstrated ability to work within agreed upon budgets and schedules	
4. Design quality and creativity	
5. Clarity and appropriateness of Project Approach	
6. Financial proposal. What is negotiable and what is not?	

Figure 9